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# An Inside Look At...

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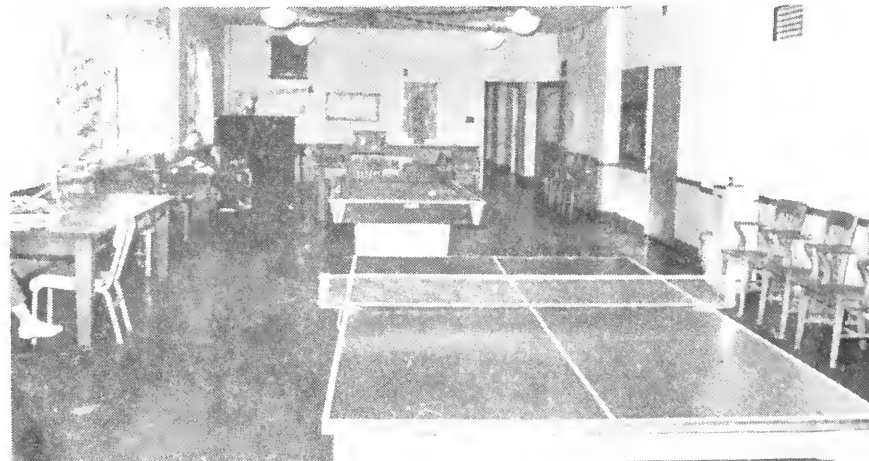
Montana State Library



Patients' Canteen, Worren Building Basement — Providing Fountain Service and Offering Opportunities for Socializing



Modern Laboratory Equipment at Warm Springs State Hospital Aids Diagnosis and Treatment of Patients' Physical Disorders



Unit 53 — Recreational Hall for Male and Female Patients

## FOREWORD

The growing interest of the American people in the conduct and efficiency of their public institutions is one of the hallmarks of true self-government and wise progress. The decades since World War II have witnessed vast change and spectacular development of mental health services and concepts. Mental disorders are no longer thought of as hopeless. Mentally ill persons are no longer considered possessed by demons, as less than human, or as a separate and frightening class of persons. The growth of the public attitude that mental illness is capable of control has been partly responsible for the progress of the Montana State mental health programs emphasizing prevention, community treatment whenever possible, and short-term hospitalization.

Warm Springs State Hospital is an important part of the total Montana mental health service program, but perhaps no other agency of State government is less understood and appreciated than the in-patient care and treatment of mentally ill persons. The Warm Springs State Hospital is no longer an "insane asylum" or a place for human warehousing. Today, Warm Springs State Hospital is a scientifically oriented, active psychiatric treatment facility with vigorous programs aimed at returning patients to their communities, or for those persons who are unable to return to their home communities, Warm Springs State Hospital attempts to provide a home-like living situation enabling long-term patients to live as rich a life as possible.

The members of the Warm Springs State Hospital Labor Coalition are unanimously agreed that this informational brochure is necessary to familiarize the citizenry of Montana with the past accomplishments of Warm Springs State Hospital, with current care and treatment efforts, and with the pressing needs of the institution. The tendency could be to look backward to see how far the State of Montana has come toward developing a viable, modern mental health service delivery system. However, the forward look is what will count in helping Montana acquire leadership in mental health programming and planning.

The Warm Springs State Hospital Labor Coalition, whose membership includes all professional and operational support departments, urges careful consideration of the needs and recommendations mentioned in this brochure. Coalition members stand ready to answer any questions the reader may have and to assist in clarification of pertinent issues. Our mailing address is:

WARM SPRINGS STATE HOSPITAL LABOR COALITION  
WARM SPRINGS, MONTANA 59756

This Brochure was paid for and distributed exclusively by private contributions and monies raised by Warm Springs State Hospital Labor Coalition Members.

## **PURPOSE OF WARM SPRINGS STATE HOSPITAL:**

The historical antecedent of Warm Springs State Hospital was a privately owned health resort established in the year 1877, twelve years prior to Montana Statehood. During Territorial times, the owners of the Warm Springs facilities contracted with the Montana Territorial Government for the care and maintenance of mentally ill persons. The Warm Springs institution was purchased by the State of Montana in the year 1912. Currently the purpose of Warm Springs State Hospital is to treat mentally ill persons who are admitted voluntarily or committed through Court proceedings. The purposes and functions of Warm Springs State Hospital have been defined and amplified by various Montana State Legislature Session Laws, by financial appropriations, and by the attitudes or expectations of the public. The manifest responsibility of Warm Springs State Hospital is to provide, within the limitations of funding, a full range of treatment for mentally ill persons. Alone or in co-operation with the various educational institutions scattered throughout the State of Montana, Warm Springs State Hospital has further responsibility for participating in the training of Registered Nurses, Licensed Practical Nurses, Psychiatric Aides, Pharmacists, and Social Workers. The Warm Springs State Hospital is under the direction of the Montana State Department of Institutions. Among all the eleven institutions controlled by the Montana State Department of Institutions, Warm Springs State Hospital is the largest in terms of both physical dimensions and resident population. The Warm Springs State Hospital remains the only State supported inpatient psychiatric treatment facility available to the citizenry of Montana.

## **LOCATION OF WARM SPRINGS STATE HOSPITAL:**

The Warm Springs State Hospital is located at Warm Springs, Deer Lodge County, Montana. The institution is situated adjacent to Interstate 90 Highway and falls roughly in the middle of a triangle formed by Anaconda, Butte, and Deer Lodge cities. The unincorporated community of Warm Springs is comprised of the hospital facilities, a general store and motel. Warm Springs is bound on the West by the Bitterroot National Forest and by the Continental Divide on the East. The Deer Lodge Valley in which the community of Warm Springs rests was at one time considered the most picturesque valley in Montana. Originally, selection of Warm Springs as the site appropriate for care and treatment of mentally ill persons was made on the basis of the superlative natural beauty of the area as well as the "health giving and renewing waters" of the hot springs mound which is positioned at the rear of the existing Warm Springs State Hospital grounds. The mound which stands 40 feet high is a landmark geologically related to the Yellowstone National Park geyser system.



Geriatric Unit Housing Elderly and Physically Handicapped Patients

## **BRIEF HISTORY OF WARM SPRINGS STATE HOSPITAL:**

During the 1860's a man by the name of L. Belanger acquired title to the land around Warm Springs, Montana. Mr. Belanger erected a wayside inn composed of a two story hotel of ten rooms and several bath houses. From Mr. Belanger, title to the land passed to a Mr. E. Girard, who in turn sold the resort in 1875 to Dr. Charles F. Mussigbrod and Dr. Armistead Mitchell, co-partners. These owners added to the original purchase until in 1886 they owned approximately 6,800 acres. Drs. Mitchell and Mussigbrod also held a United States patent for the land on which the hot springs are located.

In 1877 Drs. Mitchell and Mussigbrod entered into a contract with the Federal Government and the Territory of Montana to care for the "insane of the Territory." The institution opened with 13 patients. The charge of care and maintenance was \$1.00 per day. The Warm Springs institution continued to operate under this private care contract system throughout the Territorial days, through Statehood in 1889, and until 1912 when, under public pressure for improved care for mentally ill persons, the Warm Springs facilities were purchased by the State of Montana. At the time of purchase by Montana State, around 800 patients were in residence. The original intention for placing the institution at Warm Springs was to make available to mental patients the curative properties of the mineral waters flowing from the hot springs on the premises. These mineral waters are composed of iron (21%), soda (9%), magnesia (8%), and a trace of arsenic. Temperature of the water at the mound head is 180°.



Unit 85 Erected in 1933

In 1912 the Montana State Hospital For The Insane became a State institution by popular vote of the electorate at the general election in November, 1912. The vote of the people authorized the purchase of certain lands, property, and hospital buildings for use as a State supported hospital for the care of the "insane." In 1943 the Montana State Legislature renamed the institution Montana State Hospital. During the 1947 Montana Legislative Session, the Department of Mental Hygiene was created with later establishment of Mental Hygiene Clinics. Until 1965, the Warm Springs State Hospital was a separate State administrative unit under the supervision of the Board of Commissioners for the Insane. This Board consisted of the Governor, the Attorney General, and the Secretary of State. The 1965 Legislature established a five-member Board of Institutions to be appointed by the Montana State Governor for the purpose of administration of all Montana institutions. Administrative duties were to be carried out by the Director and Deputy Director of the Montana State Department of Institutions. Under this system, the Division of Mental Hygiene was formed as one segment of the Department of Institutions. The Division of Mental Hygiene assumed responsibility for creation of Comprehensive Community Mental Health Centers throughout the State of Montana. In 1967, the Montana State Legislature renamed the institution Warm Springs State Hospital. The 1974 Montana State Legislature abolished the Division of Mental Hygiene and placed control for Statewide mental health program planning under the Director of the Department of Montana Institutions. The 1974 Legislature also abrogated the requirement that the Superintendent of Warm Springs State Hospital must be a medical doctor.

## **OBJECTIVES OF WARM SPRINGS STATE HOSPITAL:**

The principal objectives of Warm Springs State Hospital are these:

1. To provide mental health services including the diagnosis, care, treatment and rehabilitation of mentally ill persons.
2. To conduct research into the causes, treatment, and prevention of mental illness.
3. To educate the general public as to the nature of mental illness or factors which cause mental illness, and the methods for maintaining sound mental health.
4. To conduct training for mental health specialties and disciplines.

## **MENTAL ILLNESS AS THE FOCUS OF TREATMENT:**

Mental illness can be described as inappropriate, irrational, or unrealistic behavior. In most physical illnesses, there is something wrong or abnormal in relation to the various body organs and systems. In mental illness, the behavior of the person is "not normal." Mental illness may be caused by physical, psychological, or environmental factors, or a combination of these three factors. Mental illness may be characterized by exaggerated and abnormal feelings of inadequacy and tensions from coping with real or imagined problems of life, or in the loss of ability to deal with reality. Curious and faulty methods of adjusting to life may become fixed in abnormal behavior patterns which may or may not fulfill constructive purposes. There are many kinds and degrees of mental illness, some mild, some severe, but all to some extent render a person either incapable of leading a "normal" life as defined by himself or by those closest to him. Mild manifestations of mental illness are most frequently described as "emotional disturbance." When the condition becomes severe enough to affect the person's behavior or ability to think rationally, the term "mental illness" is applied. The term "psychiatric conditions" includes both mental and emotional disabilities.

## **COST, PREVALENCE, AND TRENDS IN MENTAL ILLNESS:**

Mental illness is costly to the afflicted individual, to the family, the Community, the State, and the Nation. The incidence of both mild and severe disorders is strikingly high in contemporary society. Each year Americans spend more than 100 million dollars for tranquilizers. Americans spend additional billions of dollars yearly for liquor and sedatives. No one of any age is immune to mental illness. In modern times, the pace of life has been heightened and fundamental changes in the structure of society, economics, and religion have taken place so rapidly as to create intolerable stresses, social confusion, breakdown of traditional values, psychological instability, grave insecurity, and anxiety about the collective future of mankind. There are more people with mental disorders in hospitals than for all other illness combined. It is estimated that over 50% of all medical and surgical cases have additional mental or emotional



Women's Dormitory — Unit 66

complications. The cost of mental illness is partially reflected in the maintenance expenditures for inpatient services of the various State and County Mental Hospitals throughout the nation. For the United States during the Fiscal Year 1973, the cost of these services was \$2,325,986,000. During the same period of time, the cost to Montanans was \$6,522,795.

The records of Warm Springs State Hospital indicate that on April 1, 1877, the first 13 patients were admitted to the privately owned "insane asylum" at Warm Springs. By January 1, 1900, one-thousand six hundred forty-eight (1,648) persons had been admitted. By 1912 when the Warm Springs institution was purchased by Montana State, 3,758 persons had been admitted for treatment. By June 30, 1974 the total number of persons who had been admitted had reached 36,079. In the time span between 1880 and 1971, the average number of additions to Warm Springs State Hospital per day had shown a gradual increase from .11 additions per day (1880) to 5.07 additions per day (1971). The rate of increase in the average number of releases from Warm Springs State Hospital per day during the same period of time, kept pace nearly with the rate for additions.

The trend during the last several years is for resident population of Warm Springs State Hospital to decline while the number of admissions increases. The reason for this characteristic of patient movement is the shortening of the average length of stay in the hospital. The prognosis now is that the duration of hospitalization for First Admission patients will be approximately six weeks compared to a stay of several years for patients who were admitted to the institution prior to the 1950's. The shortened stay is the result of improved chemotherapy (chemical therapy) and treatment programming enabling staff to work with and discharge patients formerly considered hopeless. Another factor reducing the resident population has been the transfer of Geriatric patients to Nursing



Mussigbrod 49 Men's Day Hall

Receiving Hospital Visiting Lounge

Homes. If these new developments in regard to reduced length of hospitalization and improved treatment programming had not occurred, the State of Montana would have been required, over the years, to spend enormous amounts of money building new facilities to house mentally ill persons. The daily patient load for Warm Springs State Hospital has declined from a peak of 1992 patients in the year 1951 to the current 1,091 patients.

Patient addition ratios per 100,000 resident civilian population are the statistics widely used to draw comparisons between the workloads of various State and County mental hospitals in the United States. Of all the United States, Montana ranked 6th highest in the rate of additions to the hospital per 100,000 resident civilian population during the 1970-1971 Fiscal Year. The national average during the same period of time was 243.4 additions while the rate in Montana was 432.7. One year later, Montana ranked 5th highest in the rate of additions to the hospital per 100,000 resident civilian population. The national average rate during the same period of time was 224.4 additions while the rate for Montana was 424.9. The only States having greater workloads were Rhode Island (579.0), Connecticut (517.9), Delaware (466.5) and Maryland (460.1). By June 30, 1973, Montana still ranked 7th highest in the rate of additions per 100,000 resident civilian population.

Ratios of expenditures per average daily resident patient are the statistics widely used to compare mental health expenditures throughout the United States. Of all the United States, Montana ranked 39th in the daily expenditure per resident psychiatric patient during the 1970-1971 Fiscal Year. During the same period of time, the national average expenditure per resident psychiatric patient was \$17.59 while the expenditure in Montana was \$13.03. One year later, of all the United States, Montana ranked 43rd in daily expenditure per resident psychiatric patient. During the same peri-

od of time, the national average expenditure per resident psychiatric patient was \$20.68 while the expenditure in Montana was \$13.92. The only States having lower daily expenditures were New Hampshire (\$13.79), Florida (\$13.49), Virginia (\$10.92), Alabama (\$10.84), West Virginia (\$9.91), South Carolina (\$9.40), and Mississippi (\$8.06). For the period July 1, 1972 through June 30, 1973, Montana ranked 44th among all the United States in the amount expended for maintenance of resident psychiatric patients.

In July, 1974, the Alcoholism Treatment and Rehabilitation Program was transferred from Warm Springs State Hospital to Galen State Hospital thus sharply reducing the institutional population and changing the patient population demography. To what extent the patient population demography has been or will be changed by the transfer out of patients with alcohol related problems still remains to be determined. Prior to July, 1974, the statistical portrait of Warm Springs State Hospital patients would have included these characteristics:

1. Hospitalized at Warm Springs State Hospital for the First time.
2. Received on Voluntary Commitment.
3. White.
4. Male.
5. Native born.
6. Within Age Group 25-44 years.
7. Around 42 years of age.
8. Married.
9. Graduate of High School.
10. Employed as a semi-skilled worker.
11. Diagnosed Sociopathic with addiction to alcohol.
12. About 14 years older than the average Montanan.
13. Around 13 years older than the average United States citizen.
14. Hospitalized approximately 29 days.

## **TREATMENT PHILOSOPHY AND RELATED ASSUMPTIONS:**

All purposive change is supported by assumptions which force guidelines of treatment and training. The following assumptions illustrate the philosophy of treatment at Warm Springs State Hospital:

1. All human behavior can be modified.
2. Every interpersonal transaction is a learning opportunity and therefore potentially therapeutic.
3. The patient should be considered an active participant in his own treatment in contrast to the passive, dependent "sick" role.
4. Every hospital employee and every patient is of potential therapeutic and training value.
5. Further inservice training will provide new trainers, the training system thus serving to renew itself.
6. Responsibility for decision making should be shifted downward in the heirarchy to the point where the decision will be implemented.



Men's Security Cells — Mussigbrod 50

7. Treatment based on human relationships must be devised and carried out by people who take part in these therapeutic transactions.
8. Social behavior is complex. Therefore the Warm Springs State Hospital must create an environment which will elicit and reward complex social behaviors such as learning new skills, roles, attitudes, learning to learn, and coping with flux, hardship, and frustration.
9. Each unit team is responsible for developing a therapeutic milieu and for continually revising this milieu in light of feedback and evaluation.
10. All generally accepted treatment approaches are characterized by inter-disciplinary consultation and involvement in diagnosis, treatment, and followup of each patient.

### **CLINICAL TREATMENT OBJECTIVES:**

Related to the treatment philosophy and assumptions of Warm Springs State Hospital are these specific clinical treatment objectives:

1. To admit and treat patients early in the course of mental illness.
2. To make thorough diagnostic study of each patient's illness or maladjustment.
3. To formulate comprehensive treatment programs to meet best the needs of patients.
4. To discharge the patient as soon as feasible with appropriate planning and arrangements for his return to the community and any necessary aftercare.
5. Maintain an "open door" policy which apart from justified exceptions eliminate locked doors or other physical restraints which inhibit patient movement. This policy is a symbol of respect for the dignity of the individual patient and his status as a responsible citizen of the therapeutic community.



Women's "Independent Living" — Unit 85



Patients' Food Center

## GENERAL TREATMENT PERSPECTIVES:

The Warm Springs State Hospital operates three Treatment Units admitting mentally ill persons from specific geographical areas of Montana State. The Treatment Units are designated Western, Central, and Eastern Units to correspond with the Western, Central, and Eastern regions of the State of Montana. Each Treatment Unit has professional staff including Psychiatrists, Psychologists, Social Workers, Nurses, and Psychiatric Aides. Throughout the length of Hospitalization, the patient remains under treatment from the Unit to which he was admitted thus promoting continuity of patient-staff relationships and preventing the patient's transfer from one Unit to another with consequent interruption or dislocation of treatment programming.

Soon after admission each patient is given a thorough physical and psychiatric examination. After a short period of observation, the patient is interviewed at a multidisciplinary Diagnostic Staff Meeting. At this clinical meeting, an individualized treatment program is outlined for the patient. The treatment program may include the specific therapies of modern Psychiatry, Psychology, Social Work and Activities Therapy. The patient is encouraged to engage in a program of occupational, recreational, and industrial therapy as part of the total treatment program.

Warm Springs State Hospital offers care and treatment for all diagnostic categories. Hospital services are extended to patients facing criminal charges and to persons who ordinarily are residents of other Montana State Institutions. The problems of Geriatric patients, physically handicapped persons, and patients with complicated medical-surgical conditions are handled at Warm Springs State Hospital when these conditions are aggravated by primary psychiatric disorders. Specialized programs of treatment are in effect for these



Ambulance Donated to the Hospital Many Years Ago

patients. Hospital staff routinely provide psychiatric consultation to other Montana State Institutions such as the Children's Center, Twin Bridges, Montana, and on a non-routine basis to other Montana State Institutions. Consultation is more frequently available and requested for the Courts, community agencies, and general practitioners of medicine. The services of Medicare and Medicaid are available to a large number of persons hospitalized at Warm Springs State Hospital. In review, Warm Springs State Hospital currently provides services or programs focused on diagnosis, social evaluation, psychological examination, psychiatric treatment, chemical therapy, personal care, behavior modification, domiciliary care, adjunctive therapy, vocational training, basic education, home-making, recreation, counseling, aftercare referral, and transportation. Supply of transportation usually is limited to instances in which the patient lacks family or financial resources to effectuate departure from Hospital grounds at the time of release.

## MAJOR HOSPITAL PROGRAMS:

**Administrative Program:** The Administrative Program is responsible for the overall, day-by-day operation of Warm Springs State Hospital primarily as it relates to the fiscal, supply, and personnel activities. The Administrative Program also encompasses top-level management charged with insuring the hospital is managed in an efficient and timely manner with prime consideration being given to the welfare of patients. Supplying the multitude of items such as food, clothing, medications, and all other sundry items required of an institution the size of Warm Springs State Hospital is a large operation. The fundamental objective of the Administrative Program is to insure the proper utilization of resources as provided by the State of Montana in caring for the patients hospitalized at the Warm Springs institution.



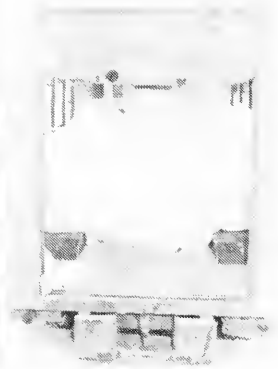
Bolton Building Occupational Therapy Shop

**Inpatient Care and Treatment Program:** The primary and unique concern of the Inpatient Care and Treatment Program of Warm Springs State Hospital is the treatment of persons who are mentally ill. Warm Springs State Hospital is the sole institution designated for care and treatment of persons of any age suffering from any type of mental illness including Psychoses, Psychoneuroses, character disorders as well as the large number of Geriatric patients. The Care and Treatment Program consists mainly of the following services: psychiatric, medical, nursing, activities therapy, (occupational, recreational, industrial, educational, and volunteer), social services, medical electronics, laboratory services, and psychology. The basic goal of the Inpatient Care and Treatment Program is to insure that the facilities and services provided by the State of Montana will be used in the treatment and rehabilitation of all patients admitted to Warm Springs State Hospital.

**General Service and Physical Plant Program:** This program is charged with the day-by-day maintenance of all grounds facilities, repairs to buildings, equipment, property, operation, and maintenance of all motorized equipment and vehicles, laundry services for employees and patients, food service to patients and employees. Care of grounds, roadways, sidewalks, and all mechanical installations in the buildings such as boilers, electric motors, generators, etc., constitute a responsibility under this program. Warehousing of all lumber, paint, plumbing, electrical, and related items are handled by the General Services Program. The following Crafts provide services under this program: Electricians, Teamsters, Plumbers, Carpenters, Warehousemen, Groundskeepers. The goal of this program is to insure the continuing operation of all facilities and utilities providing heat, light, water, and gas to all areas of the hospital with consideration being given to the welfare and safety of patients. Objectives of this program are to utilize fully all resources as furnished by the State of Montana to guarantee the continuance of all necessary services, to anticipate prospective troubles, and to correct trouble areas before a situation deteriorates and develops into an emergency which might require an excessive expenditure of money or material.



Laundry Pickup Truck — Clean and Soiled Laundry Are Hauled Separately



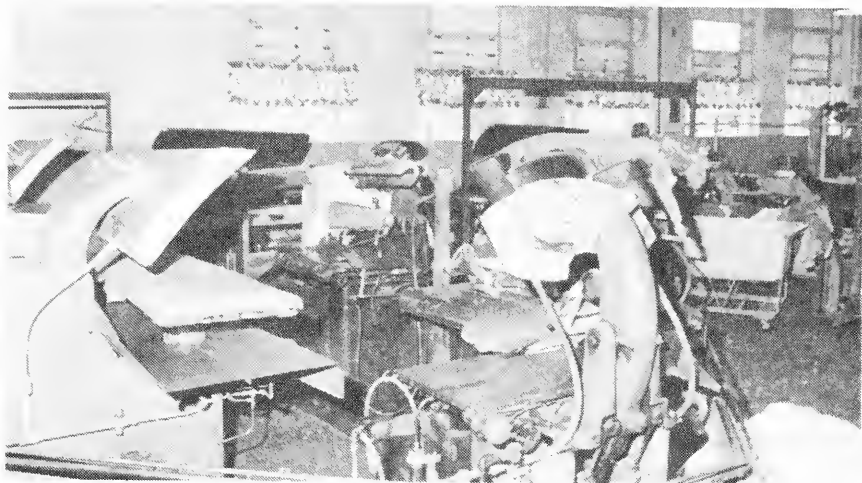
Linen Truck Collects Soiled Garments and Bed Clothing

**Canteen and Recreation Hall Program:** The Canteen and Recreation Hall Program provides a restful and relaxing area in which patients and their visitors may be supplied snacks, fountain service, and sundry items such as candy, tobacco, chewing gum, etc. Patients with ground privileges may enter either place unaccompanied. Purchases are made by patients using either cash or coupons depending upon the stage of recovery of the patient. Non-ambulatory patients may make purchases through other patients or staff employees. Patients requiring supervision are frequently escorted to the snack bars for refreshments. The primary objective of this program is to encourage the rehabilitation of withdrawn patients into feeling they can return to community living. This objective is accomplished in part by allowing the mingling of patients and by permitting patients to make decisions regarding purchases.

## **CARE AND TREATMENT PROGRAM SERVICES:**

**Forensic Psychiatry:** Forensic Psychiatry refers to the application of Psychiatric knowledge and techniques to legal procedures. When the mental status of the defendant in a criminal proceeding is called into question, Forensic Psychiatry may be asked to render opinion in regard to these areas of concern: (a) The ability of the defendant to assist in his own defense; (b) The capacity of the defendant to understand the proceedings taking place against him; (c) The ability of the defendant to appreciate the criminality of his conduct; (d) The capacity of the defendant to conform his conduct to the requirements of law. The Warm Springs State Hospital Psychiatric Service in Forensics deals with the evaluation, observation, and treatment of defendants in instances when the mental status of the defendant may be relevant to Court Hearing or trial proceedings and when the Court has ordered commitment to Warm Springs State Hospital.

**Dentistry:** Dental disease may be causatively related to malnutrition and to a variety of other physical disorders. Adequate dental care is especially important to the residents of psychiatric



Laundry Presses — The Laundry Processes 200 Tons of Laundry per Week

treatment institutions since there are so many emotional problems or mental illnesses which reflect their presence in poor oral hygiene and neglect of dental repair needs. A Licensed Dentist is in attendance at the General Hospital facilities of Warm Springs State Hospital. Dental Services of Warm Springs State Hospital include routine cleaning, filling, extraction, x-ray, surgery, treatment as indicated, and repair of dentures. In addition, the Dentist of Warm Springs State Hospital provides consultation and inservice education to the Hospital Staff. New dentures, gold bridges, gold inlays, cast partial dentures, and some other restorative dental treatments are not a part of regular hospital care, but may be done at the expense of the patient or relatives within the limitations of time available.

**Medical Electronics:** The services of the Medical Electronics Department include Radiology, Cardiology, and Electroencephalography. The objectives of the Medical Electronics Department are: (a) To provide radiography (x-ray) procedures, techniques, and diagnostic films; (b) To provide quality Cardiology and dianostic Cardiograms; (c) To provide quality Electroencephalography and diagnostic electroencephalograms (EEG). Medical Electronic services are especially helpful in discovery, management, diagnosis, and treatment of body structure abnormalities, internal diseases, injuries, foreign objects, physiological functions, heart malfunctions, internal or external growths, specific skin disorders, brain tumor, brain abcess, traumatic lesions, and subdural hematoma.

**Laboratory:** The Clinical laboratory provides the facilities for the application of scientific techniques to the diagnosis and control of disease and for the scientific investigation of clinical phenomena associated with disease. Laboratory examinations are required on all newly admitted patients. The routine examinations followed through by Laboratory personnel include at least: CBC, FBS, VDRL, BUN and UA. The Warm Springs State Hospital laboratory has a staff of qualified persons including the services of two Board Certified Consulting Pathologists.

**Pharmacy:** The Warm Springs State Hospital Pharmacy is the Department concerned with the procurement, preservation, storage, compounding, manufacturing, packaging, controlling, dispensing and distribution of medications to hospitalized patients. Pharmacy services are carried out under the jurisdiction of professionally competent and legally qualified Pharmacists. Patients leaving the Hospital are furnished a two-week supply of medications. After the initial two-week period away from the hospital, the patient or his family is expected to provide medications on prescription of the family physician.

**Psychiatry:** The Psychiatric Service of Warm Springs State Hospital provides diagnosis, treatment, and humane care for mentally ill patients. At Warm Springs State Hospital resident patients are assigned to the Psychiatric Service of a Unit Treatment Team. Psychiatrists are responsible for prescribing therapeutic interventions as required for any particular patient in accordance with the accepted standards of psychiatric practice. At critical points in treatment, at the time of initial diagnosis and treatment program planning, or at the time of the patient's discharge, the Psychiatrist is assisted by the deliberations of a joint staff clinic attended by members of the various psychiatric disciplines such as Psychology, Social Work, Nursing, and Activities Therapy. The main thrust of Psychiatric Services is to help patients acquire and develop adaptive behavior. Psychiatric treatment methods are eclectic including medications, electroconvulsive therapy, individual counseling and various intrapsychic techniques.

**Medical-Surgical:** Warm Springs State Hospital patients who become physically ill to the degree requiring conventional medical and nursing care are transferred to the new Medical-Surgical facility of Warm Springs State Hospital. Patients requiring major surgery are usually transported to Galen State Hospital or other hospitals in surrounding communities. Medical-Surgical services include physical examination and needed medical care in accordance with the best possible medical standards. All patients are provided physical examination upon admission. Warm Springs State Hospital has consultants in the various medical specialties.

**Drug Abuse Treatment:** Warm Springs State Hospital is closely associated with the Drug Abuse Treatment Project located at Galen State Hospital. This federally funded project, which was originally based at Warm Springs State Hospital, carries the primary responsibility for treating persons admitted for reason of drug use or abuse. The therapeutic program of the Drug Abuse Treatment Project entails a patient's progression through nine individual or group treatment steps organized around social motivation, goal setting, social survival, fostering family ties, self help, planned separation procedures, and systematic followthrough in an organized aftercare program. The Warm Springs State Hospital has responsibility for the Drug Abuse Treatment Project and will continue to function as the receiving and detoxification resource for the drug treatment project.

**Alcoholism Treatment:** For many years Warm Springs State Hospital accepted responsibility for reception and treatment through

the Alcoholism Treatment and Rehabilitation Program. Management of this financially independent treatment program was transferred from Warm Springs State Hospital to the jurisdiction of Galen State Hospital, and housing of alcoholic patients was shifted to Galen State Hospital in July, 1974. Warm Springs State Hospital maintains a close working relationship with the staff of the Galen State Hospital Alcoholism Services Center in recognition of the fact that Warm Springs State Hospital will still be called upon to receive, detoxify, and treat severely addicted persons who cannot function within the environs or program limitations of the Alcoholism Services Center. The remedial approaches employed by Warm Springs State Hospital may include use of pharmacological agents, extinction principles associated with various behavior modification and phenomenological reorientation methods, and group interactions as promulgated by Alcoholics Anonymous.

**Psychology:** Clinical Psychologists as found on the staff of Warm Springs State Hospital are concerned primarily with problems of maladjustment in disturbed people. Clinical Psychologists interview patients, give diagnostic tests, and provide individual or group psychotherapy. Psychodiagnostic examinations as performed by Clinical Psychologists are designed to obtain relatively complete evaluation of the patient in a brief period of time. The examination consists of a battery of tests of intellectual and personality functioning. The examination provides information regarding the intellect, feelings, motivations, defenses, social functioning, developmental dynamics, diagnosis, and prognosis of the patient. Psychological services greatly assist in the processes of evaluation and treatment. As members of clinical Treatment Teams, Psychologists participate in planning the therapeutic program and providing psychotherapy. Psychological services may also include conducting research about mental illness, providing consultation to staff from other disciplines, and participating in the Hospital inservice training program.

**Social Service:** At the Warm Springs State Hospital Psychiatric Social Workers compile the case history of the patient and as a member of a clinical team, assist in the development of the differential diagnosis. Social Service workers contribute to treatment program planning and actively participate in the treatment processes through both individual and group psychotherapy. Upon completion of treatment, Social Service workers plan and arrange for the patient's return to the community. Social Service workers help to evaluate the results of treatment through followup contact with the patient, his family, and community public service agencies. Social Service workers are called upon to help the family with regard to feelings about the illness and treatment of the patient. On an individual basis, through discussion and interpretation, Social Service workers enable the family to understand the illness, the treatment, and the family's part in the total situation. The goal of this particular effort is to enable the family to participate to the maximum extent with the patient's treatment. When indicated, Social Service workers prepare referrals to other agencies equipped to meet the special needs of the patient and his family, arising be-



Rolling Cigarettes for Patients Is a Daily Task

cause of the mental illness of the patient. Certain community attitudes toward the patient's receiving psychiatric help are essential. These attitudes include: (a) the retaining of the patient's identification as part of the community; (b) appropriate community contact with the Hospital so that each patient is treated in relation to his place in the family group and the community; (c) community acceptance of the desirability of prompt treatment and reintegration into the community following release from the hospital. Certain community resources are essential to insure prompt discharge of the patient when treatment has been completed with assurance that his needs will be met. These needs may include housing, job, recreation, spiritual assistance, financial aid, skilled nursing home care, foster care, and so on. Social Service Workers attempt to foster constructive community attitudes and through referral insure the availability of community resources which promote continuity of care for the patient at the time of transition from hospital to community living.

**Nursing Service and Nursing Education:** The Nursing Service of Warm Springs State Hospital is composed of three categories of employees: Registered Nurses, Licensed Practical Nurses, and Psychiatric Aides. Psychiatric Registered Nurses fill administrative positions in the Department of Nursing. All ward supervisors are Licensed Practical Nurses. Psychiatric Aides, after orientation, are assigned to ward duty. The primary purpose of Nursing Service is to provide safe, effective, and well planned nursing care to the patients residing at Warm Springs State Hospital. The major responsibility of Nursing Service is to implement directives of the Psychiatric and Medical staff with regard to patient care and ward administration as well as to suggest improvements which will result

in better patient care. Nursing Service workers actively participate as members of Clinical Treatment Teams in planning an individualized program for patients. The Nursing Service has 24-hour responsibility for the health and well-being of patients. The Nursing Service of Warm Springs State Hospital has responsibility for in-service education of nursing personnel. Another important objective of Nursing Service is the training of Student Nurses. The Nursing Education Program of Warm Springs State Hospital has been functioning for many years in cooperation with various colleges and universities with the State of Montana. The Psychiatric Nursing instruction offered by the Warm Springs State Hospital is part of the core curriculum for nursing students affiliated with Montana Colleges and Universities.

**Medical Records:** The practice of developing and maintaining Medical Records as a description of the patient's illness, treatment administered, and results achieved has been in existence throughout millennia of human history. In modern times Medical Records have become essential tools for aiding patients, physicians in charge of patient care, other psychiatric disciplines, and medical research. The primary duties of the Warm Springs State Hospital Medical Records Department are to have charge of medical records of all patients received and to furnish medical statistics as may be required. Medical Records which have been prepared and placed in the custody of Medical Records Department have well-recognized values for patients, the hospital psychiatrists, staff from other professional disciplines, legal defense, public health, and medical research. These values entail preservation of extensively detailed information resulting from evaluation, examination, and observation of the patient, production of evaluation and examination findings in the event of readmission, minimization of expense and time required for diagnosis and treatment, analysis of quality and quantity of care rendered, assessment of successes and failures of treatment procedures, protection against malpractice, defense in regard to legal suit allegations, provision of knowledge for control of disease, and furnishing a mass of accurate, complete data for scientific study. Medical records services are among the most important services of Warm Springs State Hospital. The Medical Records Department is a hub of clinical service activity since almost all the documents produced or used by the major departments within the hospital flow through or come to rest permanently in the Medical Records Department. The Department is one information resource commonly available to all professional staff regardless of departmental affiliation.

**Activity Therapies:** The general purpose of Activity Therapies is to supplement the total treatment program of Warm Springs State Hospital by offering a wide range of therapeutic activities aimed at improving mental and physical health, modifying behavior, teaching new skills, and preparing the hospitalized person for release and adjustment to community living. The methods of Activity Therapies are especially applicable to patients with severe social deficits. The major offerings of Activity Therapies are occupational

therapy, recreational therapy, education, industrial therapy, music therapy, volunteer services, home economics, hospital publications, general library, and vocational education. The Activity Therapies Department is one of the clinical services of Warm Springs State Hospital. Departmental staff are trained in a number of different professional disciplines having similar goals and objectives. Program offerings are reality based, activity oriented, and rehabilitative in concept. Departmental specialties employ treatment directed principles and practices which are specifically related to those individual professional disciplines. Several general, special, and vocational education programs have been implemented with the cooperation of the Montana State Superintendent of Public Instruction. These cooperative programs which broaden considerably the rehabilitative capacity of the Activity Therapies Department include special education for children, and Young Adults, General Educational Development (GED), General Basic Education, Homemaking, Business Studies, Construction and Maintenance, and Automotive Services. The core programs of the Activity Therapies Department are these:

- a. **Occupational Therapy:** Designed to accomplish short-term skill evaluation, maximum self sufficiency, task performance, and improved physical, emotional, or mental stability.
- b. **Recreation Therapy:** Emphasizing physical conditioning in structured calisthenics classes, broad range social recreational functions, minor sports, and individual or team games.
- c. **Industrial Therapy:** Involving daily work in hospital industrial areas to provide opportunities for pre-vocational training, development of acceptable work habits, and acquiring tolerance for work.
- d. **Education:** Geared toward preparing beyond school age patients to take High School equivalency examinations.
- e. **School Program:** Organized around group and individual instruction methods to meet the continuing educational needs of school age children.
- f. **Educational Counseling:** To assist students toward making and carrying out academic or vocational plans.
- g. **Vocational Education:** To provide pre-vocational training in high demand skills and occupations.
- h. **Music Therapy:** Constituting a vehicle for achieving emotional catharsis and self expression among patients who have difficulty discharging tensions.
- i. **General Library:** Stocking a wide variety of books, magazines, newspapers and reference materials.

**Volunteer Service:** Volunteer Services are provided at Warm Springs State Hospital under the direction and supervision of a full time volunteer services coordinator. The Coordinator serves as liason between the volunteers and the hospital, confers with hospital personnel in planning and determining the needs which can be met by Volunteers. Volunteers are assigned work throughout the hospital. The services of Volunteers contribute substantially to the total treatment program and frequently to patient therapy.



Modern Dental Laboratory —  
General Hospital 16



Unit 66 Beauty Shop Helps Patients  
Maintain Self Esteem

**Religion:** Although the ultimate concerns of religion and psychiatry may be quite different, religion and psychiatry have areas of common interest and do not actually conflict. Religion and psychiatry can cooperate and supplement one another in assisting people toward coping with the difficulties and problems surrounding mental illness. Warm Springs State Hospital Clergymen offer religious programs and individual counseling to meet the spiritual needs of patients. Roman Catholic and Protestant religious services are held regularly at Warm Springs State Hospital. Chaplains frequently visit all wards of the Hospital and are available at all times for emergency visitation of the sick or dying. Chaplains act as liasons to Church organizations and pastors within the State of Montana. They also serve as Treatment Teams members and therapists.

## **SPECIAL PROGRAMS AND SERVICES OF WARM SPRINGS STATE HOSPITAL:**

The following special programs and services of Warm Springs State Hospital may be planned and carried out by a single department of the hospital or by a combination of different hospital departments or services. Special programs and services may also be partially sponsored by agencies external to the Warm Springs State Hospital facilities. Whatever the special program or service may be, all are patient oriented and geared to enrich the total treatment program of Warm Springs State Hospital:

**Rehabilitative Services:** The services of the Montana Division of Vocational Rehabilitation are available to Warm Springs State Hospital patients who are of employable age regardless of race, color, creed, sex, or national origin and who have an employment handicap because of disability. The handicapping condition may be mild, moderate or severe, whether caused by accident, illness, or congenital defect. Applicants for rehabilitative services are provided diagnostic evaluation to determine eligibility without regard to eco-

conomic need. Economic need, however, must be established for persons applying for medical treatment, hospitalization, prosthetic devices, tools, transportation, or maintenance. The ultimate goal of Rehabilitative Services is to provide all necessary assistance to vocationally handicapped persons in an effort to help them achieve optimum employment potential.

**Medicare-Medicaid:** Medicare is a federally funded hospital and medical insurance financed by trust funds accumulated from individual payroll contributions and premiums, and is part of the Social Security Act. Medicaid is a Federal-State welfare assistance program financed by Federal and State taxes. Medicaid is also part of the Social Security Act, governed by the Medical Assistance Services of the Social and Rehabilitation Services of the Department of Health, Education, and Welfare. Under Medicare, payment can be made for hospitalization services, skilled nursing care, and home health visits. Under Medicaid, patients may be eligible to receive hospitalization benefits, skilled nursing care, personal care, and ancillary services such as laboratory and x-ray examinations. Drugs, dental services, hearing aides, appliances, and prosthetic devices may be provided as necessary. The payments for Medicare-Medicaid revert to the General Fund of Montana State.

**Social and Rehabilitation Services:** Eligibility Technicians associated with the Social and Rehabilitation Services of the Department of Health, Education, and Welfare are involved in the determination of eligibility for patients who may be eligible for Medicaid. The Eligibility Technicians work closely with the Warm Springs State Hospital Social Service Department, Medicare-Medicaid Program, and the Reimbursement Office of the Montana State Department of Institutions.

**Special Education of Children and Young Adults:** This specialized program under the jurisdiction of the Activity Therapies Department is an E.S.E.A. Title I Project designed for hospitalized persons age five through twenty years of age who have not completed High School education. Much emphasis is placed on development of appropriate relationships with both peers and teachers, as well as increasing educational skills in the areas of mathematics, language arts, social science, and other academic areas.

**General Educational Development (GED):** This special program under the control of the Activity Therapies Department is basically designed to accommodate those individuals over twenty years of age who have the desire and ability to acquire an adequate amount of fundamental information which will enable them to successfully complete High School Equivalency tests.

**General Basic Education:** The General Basic Education program is conducted by the Warm Springs State Hospital Activity Therapies Department. The program provides elementary and/or secondary level education for adults. Emphasis is placed on communication and occupational skills, study skills, and educational motivation. Individuals who have educational deficiencies and related learning problems may benefit from this program.

**Homemaking:** This program carried out by professional members of the Activity Therapies Department emphasizes the value of capable homemaking. Short term and long term hospitalized women are assisted to become more effective homemakers by providing them with the opportunity to learn new skills and relearn old procedures related to the activities of daily living and the maintenance of a household. The Independent Living component of this project is designed to have up to four women living semi-independently in one of the hospital facilities. With guidance from the Home Economics Instructor, the assigned women plan and prepare their own meals, order their own food from the store, carry out the necessary housekeeping duties, and other functions related to the operation of a home. An integral part of this program is providing individualized instruction and counseling for each person regarding return to community living.

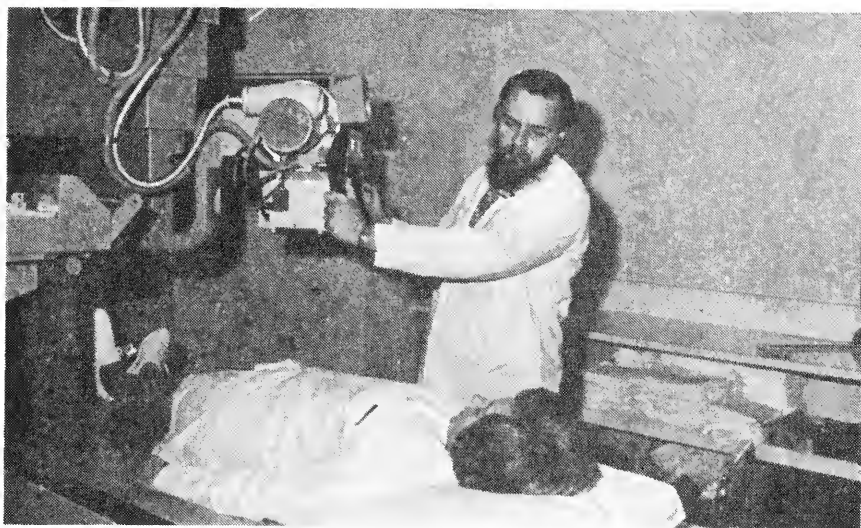
**Business Studies:** This special program under control of the Activity Therapies Department provides a training and experience in typing and other business studies. Instruction in the use of manual and electric typewriters, calculators, adding machines, and other modern business machines and procedures are included in this course. The program offers an excellent opportunity for evaluation, pre-vocational experience, and skills training for both men and women.

**Construction and Maintenance:** This vocational training program under the jurisdiction of the Activity Therapies Department provides instruction and practice in the use of hand tools, power tools, basic construction methods, and other related areas of the construction industry. The program is pre-vocational in nature. The program prepares young men for further vocational training.

**Automotive Services:** This specialized program supervised by the Activity Therapies Department provides basic training in automotive maintenance for male patients. There is a small group and individual instruction in servicing, tuneup, and minor repair of automotive vehicles.

**Team Treatment:** The clinical services of Warm Springs State Hospital bring together various specialists whose particular contribution to the work of patient treatment must be coordinated in order to be productive. Modern psychiatric treatment is a process in which these specialists may frequently need to apply their skills concurrently. The particular type of team organization which is consistent with principles of good psychiatric treatment is one in which each participant has authority and freedom to select and use his own therapeutic tools within the general framework of therapy prescribed by the physician in charge. This presupposes both that each member of the Treatment Team has a substantial knowledge of what each of the other members has to offer and that he understands and respects the limits of his own contribution.

**Case Coordination:** The Case Coordinator system of managing the hospitalization and treatment of patients is still in experimental stages at Warm Springs State Hospital. The Case Coordinator system is an adaption of the Team Treatment approach to the particular



Radiological Treatment Room — General Hospital 16

needs of Warm Springs State Hospital patients. Each patient is assigned a Case Coordinator who is a member of the clinical Treatment Team. The Case Coordinator could be a Treatment Unit Physician, Social Worker, Psychologist, Nurse, or Psychiatric Aide. Under the Case Coordinator system of patient management, the Case Coordinator becomes responsible for the implementation of treatment program plans. The Case Coordinator does not attempt to assume the role or perform the special duties of other professional staff members, but the Case Coordinator is responsible for observing the patient's progress, reporting this progress in Treatment Team meetings, maintaining a written record of progress, determining the reasons for lack of progress in treatment, and checking to insure that treatment recommendations are in fact being implemented by other professional staff members according to appropriate time schedules. The Case Coordinator system minimizes the possibility of a patient's becoming "lost" in treatment procedures.

**Geriatric Patient Release Program:** This program is carried out by the Warm Springs State Hospital Social Service Department. The Geriatric Patient Release Program is an ongoing program aimed at placing the Geriatric patient in the most suitable social milieu available.

Under this program, Geriatric patients are being individually evaluated to determine the feasibility of placement in community facilities.

**Remotivation Program:** This program attempts to combat chronicity, institutionalization, and aging processes in patients hospitalized at Warm Springs. The techniques of environmental manipulation, biophysical treatment, physical therapy, supportive therapy, and behavior reorientation are utilized with success.

The remotivation program involves the cooperation of a variety of different hospital departments and professional disciplines.

**Statistics Program:** The Statistical Program has traditionally been associated with the administrative program with ramifications in patient treatment areas. The Statistics Program utilizes IBM Accounting Machine equipment to track patient movement and demographic characteristics of the patient population. Statistics Department compiles and processes management and fiscal data and prepares reports for professional staff and administration. The Statistical Department may also assist professional staff with some aspects of program evaluation or related research.

## **GENERAL INSTITUTIONAL NEEDS:**

Although Warm Springs State Hospital already provides a large number of worthwhile programs and services, there are institutional needs which have not been met for reasons predominantly related to lack of adequate funding. In general terms, the interrelated needs of Warm Springs State Hospital are these:

- a. The need for qualified professional and supportive service personnel in numbers sufficient to fulfill our obligations of providing care and treatment to mentally ill persons received at Warm Springs State Hospital.
- b. The need for increasing substantially the base wage for all categories of personnel to levels which would allow recruitment and retention of qualified workers.
- c. The need for developing salary schedules and incentive measures which would reflect a philosophy of rewarding dedicated, loyal employees who are deserving of promotion and longevity or merit increases.
- d. The need for updating and modernizing the Warm Springs State Hospital Physical Plant.

There are many long range financial and humanitarian benefits associated with prompt satisfaction of these general institutional needs. Among these long range benefits would be:

- a. **Accreditation of the Hospital by the Joint Commission on Accreditation of Hospitals.** The Warm Springs State Hospital is one of the few hospitals in the United States which still has been unable to fulfill accreditation requirements. Once accreditation is achieved through adequate funding to meet accreditation requirements, Warm Springs State Hospital would automatically qualify for Medicare-Medicaid reimbursement, become eligible for increased program funding support through Federal government agencies, and be able to obtain recognition as a training facility affiliated with university systems throughout the Western United States.
- b. **New and Expanded Treatment Programs:** The existing Warm Springs State Hospital treatment programs are limited in scope and many sectors of the patient population are not being served in a manner permitting optimal recovery. New and expanded treatment programs are required to broaden the horizon of mental health services in Montana. New and expanded treatment programs would enable this institution to intensify the impact of psychiatric treat-

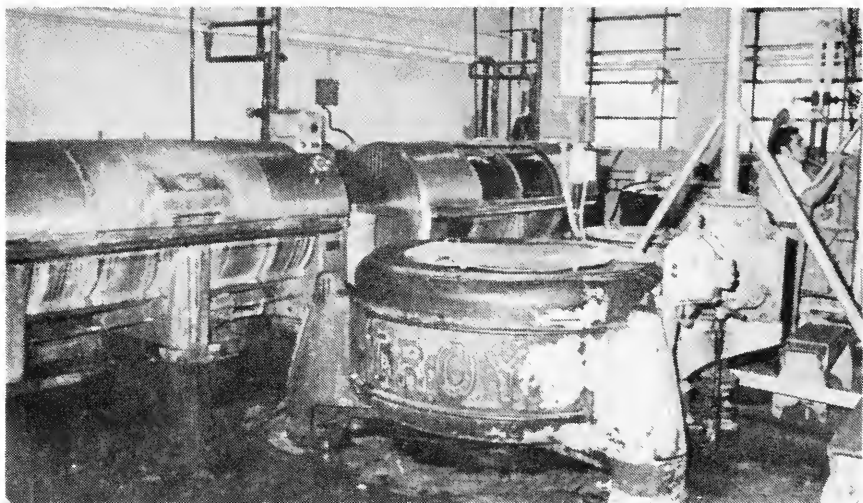
ment, to reduce the patient population, and to handle a greater volume of admissions through shorter periods of inpatient treatment and higher recovery ratios.

## **ALTERNATIVES TO PANDORA'S BOX:**

Until now the dedicated staff of Warm Springs State Hospital have not dared to look beyond the prospect of merely maintaining and preserving the mental health treatment accomplishments of the past. With increasing frequency, however, public attention is being directed toward Warm Springs State Hospital. Many agencies of State government are presently involved in evaluating the strengths and weaknesses of Warm Springs State Hospital. Therefore, we have reason to believe there is growing awareness and recognition of the fact that through the years, despite the appreciated, laudable efforts of the Montana State Legislature, Warm Springs State Hospital has been chronically undersupported. If this undersupport were allowed to continue into the future, the eventual outcome would be stagnation of treatment endeavors at best or total institutional mission failure at worst. The obvious solution would be a shifting of the public mandate away from emphasis on principles of custody — toward all-out commitment to institutional restoration including a philosophy of active treatment. Court actions across the nation are emphasizing individual patient's right to treatment so institutions can no longer function as human warehouses. Should the public mandate become one of supporting and promulgating active treatment of mentally ill persons, then the citizenry of Montana must be prepared to increase substantially the financial appropriations for this institution. These additional expenses associated with sufficiently undergirding active psychiatric treatment, as a matter of public policy, could not be avoided. The reality is that mental health care costs in general have risen in relative proportion to rising costs affecting all other health care fields throughout the United States. The probability of experiencing crescendo of the cost of mental health care in Montana should not surprise anyone keeping in touch with the economic events of the nation.

Financial support of mental health care is an investment in people. There are some monetary returns on this investment in the sense that rehabilitated persons can return to work in their home communities as taxpaying citizens. Predominantly however, mental health care is a humanitarian enterprise with intangible rewards accruing from performing the duty of being our "brother's keeper." The values encompassing the care and treatment of mentally ill persons are those fostering the health, well-being, and genuine humanness of other people. With adequate financial support of Warm Springs State Hospital, the staff of the Hospital could translate these constructive values into concrete action through implementation of new or expanded institutional programs as for example:

**Child and Adolescent Clinical Services Program:** In recent years this Hospital has seen a small, but significant number of children and adolescents admitted. These youth have either not been treated in the community or have exhausted available community



Antiquated Laundry Equipment Still in Use

resources. Youths not containable in the other Montana State Institutions have also been referred to Warm Springs State Hospital. At the present time, Montana literally has no clinical services available for mentally ill children. The goals of the Child and Adolescent Clinical Services Program would be to provide appropriate diagnosis, evaluation recommendations to referring families or agencies, to provide treatment for mentally or emotionally ill children and adolescents who cannot be treated within the community setting, and to provide intensive release and followup care through coordination with agencies outside the hospital. Clinical service for children and adolescents is a recognized specialty within all the professional mental health disciplines. Current State and Federal legislation require recognition of the particular needs of this age group in order to comply with the law. The Child and Adolescent Clinical Services Program could serve as a model for implementation within communities.

**Adult Motivation Program:** The purpose of this program would be the expansion and revitalization of the therapeutic care of chronically ill patients who have become institutionalized and dependent. The program would apply principles of behavior therapy to patients who are no longer overtly ill in order to bring about improvement of social functioning, enhancement of work skills, and eventual return to the community. Goals of the program would be to motivate chronically ill adult patients, promote consistency among ward personnel, and transfer of independent living skills from hospital to community settings. Specific objectives of the program would be reduction of hospital admissions and readmissions, promotion of socially productive behavior among chronically ill patients, and lessening the amount of time and effort involved in patient management.

**Geriatric Treatment Program:** There is no slackening of stress as people move into old age. If anything the frequency of severe behavioral reactions increases. Not only does the elderly person bring with him the residue of earlier problems, but added to these are

marked decline of health and vigor, physical changes, diseases and dysfunctions which increases in frequency and duration. With advancing age there are enlarged prospects for major surgery, anxiety about permanent debility and death. There are feelings of aimlessness, worthlessness, and financial insecurity. The goals of an expanded Geriatric Treatment Program would be to help elderly people cope better with aging processes and to prepare elderly patients for return to their home communities. Specific objectives of the Geriatric Treatment Program expansion would be remotivation, environmental manipulation, physical treatment, supportive therapy to help elderly patients maintain learning capacities, interests, motility and stamina.

**Janitorial Training Program:** The Janitorial Training Program would be a vocational education project designed to provide janitorial skills and training to select groups of hospitalized patients. The program would seek to prepare trainees for employment in the janitorial occupational field after being released from Warm Springs State Hospital.

**Pre-Release Program:** The Social Service Department of Warm Springs State Hospital has primary responsibility for release planning for patients. The Pre-Release Program would constitute: (a) an expansion of the existing program; (b) centralization of all Social Service resources on the problem of release planning; (c) establishment of a 50-bed ward for people referred for extensive release planning services. The goals of the program would be to prepare psychiatric patients for release from Warm Springs State Hospital. Emphasis of the program would be placed on patients who are in need of extensive and intensive pre-release planning and casework services in the area of release planning. Specific program objectives would include: (a) providing a self-governing, relatively independent facility within the hospital for referred patients; (b) furnishing individual, group, and family casework services to persons referred because of problems anticipated upon release from the Hospital; (c) systematically utilizing the services of the Activity Therapies Department to help prepare patients for leaving the institution; (d) placing patients into more direct and immediate contact with persons or agencies outside the hospital for aftercare purposes. The Pre-Release program would benefit the citizenry of Montana by lowering the recidivism rate and providing better care to Montana citizens admitted to Warm Springs State Hospital for care and treatment.

**Microfilming Program:** Under this program microfilming equipment would be purchased and procedures would be implemented to photograph patient medical records, personnel records, and accounting records. At the present time there is critical shortage of storage space within the Hospital. Microfilming records would conserve and release space presently utilized for storage. Microfilming would benefit the Hospital in several other ways including easier, more rapid access to records, helping maintain integrity of medical records, preventing misfiling of important documents, and reducing fire hazard which results from having millions of pieces of flammable paper

on the hospital premises. Microfilmed documents are accepted in Courts of law as evidence. Microfilming the records produced at this institution would be following a long standing trend established by modern hospitals, banks, insurance companies, and industry.

**Recreation Therapy Program:** This program would be an expansion of the existing Recreational Therapy program at Warm Springs State Hospital. The purpose of the expanded program would be to provide more comprehensive and therapeutically oriented recreation in two specific areas of the Hospital: the new Maximum Security facility and the Geriatric wards of the Hospital. Objectives of the program would be to increase motility, range of motion, and stamina of many elderly patients and to assist in the development of social skills and functions for hospitalized psychiatric patients.

**Merit Increase Program:** This program would be tied to the Warm Springs State Hospital Inservice Nursing Education Program now in existence. Goals of the program would be to reward industrious, dedicated, and loyal Nursing Service employees who on their own initiative attend educational classes in order to better equip themselves for the work they perform. Specific objectives of the program would be to provide merited salary increases to Psychiatric Aides, Licensed Practical Nurses, and Registered Nurses for completing training programs which prepare them to do a better job. Benefits from the program would include better patient care and fostering of pride in performing good work. The key to effective psychiatric treatment is highly trained and qualified staff in sufficient numbers to carry out the details of care and treatment. The Inservice Training Program with merit salary increases scheduled in would be one way of obtaining highly trained and qualified staff.

**Inservice Training For All Hospital Staff:** Goals of this program would be to provide hospital staff with opportunities for learning from experts in the various disciplines associated with psychiatric treatment. Program objectives would include budgeting money for bringing lecturers in the various psychiatric disciplines to Warm Springs State Hospital for staff learning conferences, and budgeting money to send members of professional disciplines to conferences out of State. Various types of formal or informal training are carried out in most hospitals. This training may be as intensive as approved residency training programs in psychiatry or as informal as work done by staff members in journal clubs. In between these two extremes are seminars led by highly trained staff members and lectures delivered either by staff members or by visiting faculty. In some State Hospitals, the inservice training programs are enriched by encouraging staff members to attend conferences and seminars held in nearby centers of population. At Warm Springs State Hospital, the staff is at a definite disadvantage in that they live and work in an isolated area where they do not have access to highly trained experts in the different fields of Psychiatry. The broadening experience of learning from experts is the kind of stimulus necessary for attracting competent, creative staff and for sustaining interest in continuing employment. The Hospital generally would benefit by this type of program in that new knowledge pre-

sented by outside authorities tends to foster therapy and therapeutic attitudes. Funding which would allow staff members of all professional disciplines to attend within-State and out-of-State conferences should be promoted. There are several professional personnel who must attend conferences out of State at their own expense in their disciplines in order to remain certified as practitioners. It seems manifestly silly and unfair to demand professionalism on the part of Hospital employees while simultaneously depriving them of the wherewithall to accomplish this end.

**Educational Stipend Program:** We have found the best employees are those who have worked at Warm Springs State Hospital, who left to undertake graduate studies in various professional disciplines, then returned to work as qualified professionals. These people tend to remain the longest period of time and the contribution they make is greater because they are already familiar with the hospital and community environment. At the present time there is a very small stipend budget of less than \$10,000 for all institutions controlled by the Montana State Department of Institutions. This amount of money is not sufficient to sponsor persons who cannot in other ways pay for education, to receive the education they desire. An adequately funded stipend budget would benefit the Warm Springs State Hospital by allowing the Hospital to send interested employees to various professional schools and then pay back the stipend in actual service to the institution. There are probably 15 employees of Warm Springs State Hospital who are presently willing to pay back two months of service for each month of education sponsored by a stipend program.

**Psychiatrist Residency Program:** The purpose of this program would be to participate in the training of Psychiatrists, in cooperation with various University Medical Schools in the Western United States. Objectives of the program would include working out an agreement with University medical schools whereby Warm Springs State Hospital would be utilized as a training center for Psychiatrists. Obtaining residents in psychiatric training would benefit the citizens of Montana in several ways: (a) Psychiatric residents could relieve the workload of the permanent psychiatric staff; (b) residents would be less expensive to support and maintain than permanent psychiatric staff; (c) the Hospital would be assured of having well trained Psychiatric Service personnel.

## **SUNRISE OR SUNSET FOR WARM SPRINGS STATE HOSPITAL:**

In 1977 Warm Springs State Hospital will celebrate the first century of public service. The long history of this hospital is an integral part of human experience encompassing the events affecting a developing Territory, State, and Nation. The History of Warm Springs State Hospital reflects the emergence of social consciousness, the development of humanistic thinking, and participation in the advances of modern medical practice. The gradual transition from rather primitive to more scientific treatment of mental illnesses, the deepening understanding of mental illness causation, the modern-

ization of language used in relation to mental illness, the discovery of new pharmacological methods of controlling mental illness, and the formation of new psychiatric disciplines are in evidence throughout the history of the Warm Springs institution. In many ways the more particularized history of Warm Springs State Hospital provides a more generalized overview of modern man in modern times.

The history of the Warm Springs State Hospital has not always been glorious, for the institution was not exempt from occasional barbaric abuse of mentally ill persons. Nevertheless Warm Springs State Hospital can be credited with some remarkable achievements:

1. The Warm Springs Institution removed the iron manacles from patients even before Dorothea Dix began her nationwide crusade to provide humane treatment for the mentally ill.
2. Warm Springs State Hospital was created and for many years remained a model psychiatric institution which was very well respected throughout the nation.
3. Warm Springs State Hospital at one time in the past was the only non-university affiliated hospital in the United States approved by the Rockefeller Foundation for use of experimental drugs in research and treatment of certain physical diseases.
4. Warm Springs State Hospital was one of the first institutions to utilize modern chemical therapy with the result that during the years 1956 and 1957 the hospital demonstrated the highest patient recovery ratio in the Nation.
5. The Warm Springs State Hospital, in 1924, was named the first State supported psychiatric hospital, other than university hospitals, to be recommended for placement on the list of standardized hospitals of the American College of Surgeons.

Regretably, so many of these great achievements occurred in the distant past and are no longer relevant except to show where the institution has been in relation to where it is now. In contrast to the achievements of the past, the current situation could be characterized as one of institutional identity crisis. Under present circumstances, morale is extremely and predictably low. Poor salary offerings make recruitment and retention of qualified staff very difficult if not impossible. Persistent doubt about the future of the Hospital is having a seriously adverse effect upon staff recruitment and retention at all levels. Turnover rate for the hospital staff is well over 60% with the result that excessive amounts of money must be spent for the training of new personnel. Gains made in the quality of care are eroded almost immediately by the atmosphere of futility and uncertainty which hangs over the institution. The uppermost question appears to be: Can this hospital still serve useful purposes considering the problems encountered in institutional funding and amid all the developing community mental health resources which seem to preempt many traditional institutional functions? In our view, the answer to this question is an emphatic: YES! for these reasons:

1. Warm Springs State Hospital still must serve as the primary inpatient treatment resource for those persons who cannot be treated by community mental health agencies. Certain types of patients cannot be treated adequately in community facilities. There are some patients who display severe and profound problems which simply do not respond readily to treatment processes.
2. Longer than average hospital stays are often required for such patients as autistic children, adolescents requiring rehabilitation of behavioral adjustment, those persons with chronic psychoses, and persons in need of prolonged psychiatric rehabilitation. For reasons of cost and physical facility limitations, General Hospitals in the community are not an alternative for severe and profound problems.
3. Montana Community Mental Health Centers are still in developmental stages under Federal funding appropriations. These developing Centers are not prepared to assume the responsibilities of inpatient psychiatric treatment on the scale represented by Warm Springs State Hospital.
4. Organization of local resources to meet the need for inpatient psychiatric hospitalization is not likely to occur in every target area because of the high cost of replicating services.
5. Hospital treatment may still be required as an emergency measure when all outpatient therapeutic resources have been exhausted.
6. The trial closure of public mental hospitals in deference to support of community mental health facilities has created such deplorable patient care conditions in States like California as to necessitate the reopening of public psychiatric hospitals. We would not want to see this trial and error repeated in Montana.
7. The efficacy of the Comprehensive Community Mental Health Center movement nationwide has not been clearly established and in fact has been attacked as irrelevant in some quarters. While the necessity for Warm Springs State Hospital has withstood the test of time encompassing nearly a century of operation, Community Mental Centers in Montana are a development of recent years. We believe Warm Springs State Hospital should remain an active, well-funded inpatient psychiatric treatment facility until the facilities and services of the community mental health centers are at least as good as those available from the Warm Springs State Hospital, and until there is ample evidence that the citizenry of Montana will financially support Community Mental Health Center operations after Federal funding is withdrawn.

## **SUMMING UP:**

The labor Coalition of Warm Springs State Hospital sees this institution as a vital part of the entire mental health service delivery system in Montana. We respectfully recommend and request that the financial resources of the great State of Montana be focused immediately upon the task of helping Warm Springs State Hospital in regard to the interrelated needs for increased staffing, improved salary offerings, and physical plant renewal. These needs are inter-related in the sense that without sufficient numbers of qualified personnel, we cannot hope to provide effective psychiatric treatment; without increasing base wages and providing incentives for continued meritorious employment, we cannot hope to recruit and retain sufficient numbers of qualified personnel to provide effective psychiatric treatment; without updating the Warm Springs State Hospital Physical Plant and maintaining sufficient numbers of qualified staff we cannot hope to keep the basic licensure required for institutional operation. The immediate as well as long range results of satisfying these institutional needs would be easier qualification for Federal monies in various program development areas, creation of a better therapeutic environment, development of more effective treatment methodologies, and expanded possibilities for serving the citizenry of Montana. Please give us your support!

This brochure was paid for and distributed exclusively by private contributions and monies raised by Warm Springs State Hospital Labor Coalition members.

PLAN TO VISIT WARM SPRINGS  
STATE HOSPITAL  
IN THE NEAR FUTURE!

Photographs by Cameo of Anaconda



